



GODDARD SPACE FLIGHT CENTER

# HUMAN RESOURCES BULLETIN

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## Mandatory Principles of the Center's New Promotion Process

April 1999

*[This is the second in a series of articles which will be published separately over coming weeks. Each will focus in greater detail on a feature of the new promotion process that was introduced in Center Announcement #99-13, dated March 12, 1999.]*

As a key part of the Center's new promotion process, a set of mandatory principles has been developed to serve as a foundation on which the promotion consideration of employees is built. Adherence to these principles will be required of all supervisors at the Center, and will also apply to the Office of Human Resources in its support to the promotion process. The following pages display each of the Mandatory Principles, with a breakout of specific responsibilities of employees, immediate supervisors, higher level managers, and the Office of Human Resources in carrying them out.

In the long run, the most fundamental changes in the Center's promotion outcomes may result from the adoption of these Mandatory Principles that will govern many of the all-important interactions between supervisors and employees leading up to the promotion consideration itself. The Principles are intended to give both supervisors and employees a set of expectations by which supervisors will manage their responsibilities to develop the workforce. They also provide for uniform treatment across organizations in the new environment where authority has been delegated lower in the organization to a much larger number of supervisors with differing levels of supervisory experience.

As a significant new element to address a

number of employee concerns from the past, supervisors will hold one-on-one discussions with each employee to discuss promotion requirements and career developmental activities. This can be combined with the regular performance appraisal discussion, or done separately, but it must be done.

- ⇒ This discussion must occur 18 months after last promotion for employees in a career ladder or higher documented promotion potential position, and semi-annually thereafter as long as the employee's position classification remains unchanged.
- ⇒ This discussion must occur 30 months after last promotion for employees who are at the documented full performance level of their position, and at least annually thereafter as long as the employee's position classification remains unchanged.

This automatic review of all employees at pre-established timeframes will help to assure that no employee goes unnoticed for extended periods of time and that communication occurs between the supervisor and the employee about expectations and requirements for promotion consideration. Although there is no guarantee that this communication will result in promotion, employees will be able to gauge

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what, if any, steps they may need to take to improve their chances for promotion.

A 360-degree feedback process will provide information for higher-level managers to consider in the promotion of supervisors who report to them. This process will include subordinate employee input to the promotion decision. It will also provide aggregate information to employees and to management regarding the overall workforce management of an organization that will be incorporated into the published metrics on the organization's performance. Much work remains to be done to define and implement such a system; more information will be publicized as that development takes place in coming months.

Another particular concern about the past promotion activity at the Center has been the lack of feedback to individual employees about how they themselves fared in the process, as well as to the workforce as a whole about what was happening in other organizations around the Center. The Mandatory Principles commit the Center to doing a better job of providing

both personal feedback to an individual employee and generally publicizing the nature and extent of promotion activity occurring at the Center. The training of supervisors in the new promotion process will include a focus on providing improved performance and promotion feedback to employees.

Additional questions may be directed to any of the members of the Promotion Redesign Team (see the OHR home page at <http://ohr.gsfc.nasa.gov>), or to the Human Resources Management Specialist who supports your organization.

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Director of Human Resources

Enclosure:  
"Specific Areas of Responsibility from Employee to Upper Management for Mandatory Principles in Support of New Centerwide Promotion Process"